

4.0 HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT.

4.1 HUMAN RESOURCE PLANNING AND EVALUATION.

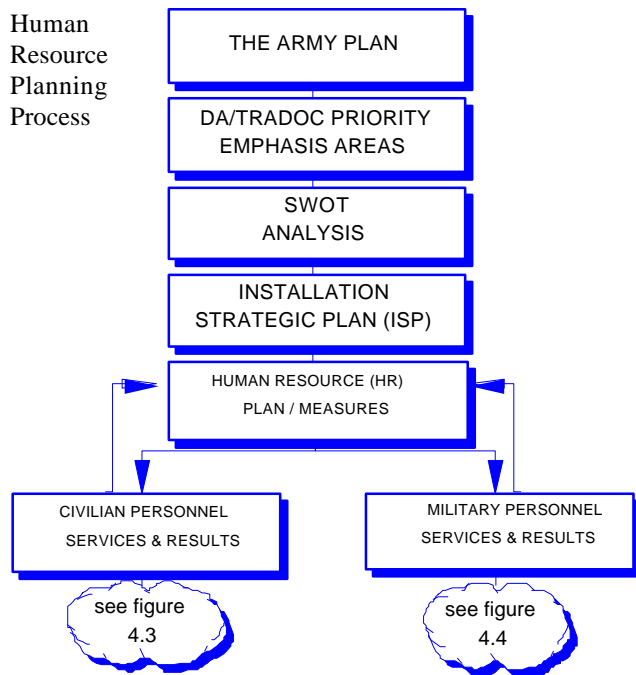


Figure 4.1

4.1a Translation from Strategic Plans to Human Resource Plans. The Army's goals, values, culture, and environmental stewardship, along with Fort Benning's missions, Key Business Drivers (KBDs) and processes, and senior leadership's vision are used to develop the Installation Strategic Plan (ISP). The ISP, along with various other guidelines, laws, policies and regulations, forms the basis for development of our human resource (HR) plans (Figure 4.1). In this way, we ensure that our HR plans are directly linked to our installation KBDs and Key Processes (KPs). Using the goals identified in the ISP, a cross-functional process action team (PAT) developed linking goals. From the linking goals, we developed strategies that included short- and long-range actions/objectives and HR goals and objectives (Figure 4.2). The goals and objectives were then divided into two HR Management Systems for Fort Benning: Civilian Personnel Services and Military Personnel Services. Displayed in Figures 4.3 and 4.4 are the processes, plans, and results for each.

KBD #	LINKING GOALS	SHORT-RANGE ACTIONS/OBJECTIVES	LONG-RANGE ACTIONS/OBJECTIVES	RESULTS FIG #
#5 #6	Recruit and maintain a high quality work force.	Support Power Projection (flexibility, mobility). Staff the installation (recruitment). Provide promotional opportunities to employees (benefits). Execute downsizing. Support special emphasis programs (recruitment). Provide immediate needs training (employee development). Monitor timeliness and quality of placement (selection). Provide career opportunities (mobility). Tie Individual Objectives (TAPES, NCOER, OER) to METLs (rewards, compensation).	Develop and implement staffing and downsizing plans (recruitment). Expand mobilization deployment plans (flexibility). Improve timeliness and quality of placement (recruitment).	6.3.1-10 6.3.17-18 6.3.24-26 6.3.27-28
#5 #6	Ensure management of HRs to maximize economy, efficiency, and effectiveness of installation organizations and positions.	Provide quality and timely classification advisory service (compensation). Provide position management advisory service maximizing economy, effectiveness, and efficiency of operations (workforce design).	Reduce number of managerial and supervisory positions (work design, empowerment). Reduce high-grade positions (work design, empowerment).	6.3.11-12
#6	Maintain positive labor and employee relations.	Continue partnership between management and labor organizations (flexibility). Conduct, analyze, and provide personnel management survey feedback (workforce design).	Reinforce job actions contingency plan (flexibility). Follow-up personnel management surveys (work design).	6.3.16 6.3.19 6.3.29-30
#6	Administer quality personnel services and support.	Apply latest available computer technology to improve efficiency, economy, and effectiveness of personnel operations (work design, rapid response). Provide quality and timely automated services and products (rapid response). Continuously evaluate personnel products and services (work redesign). Promote a safe and caring work environment: Injury Reduction Plan, Hazardous and Environmental Duty Pay Programs, Home Visitation (work design). Maintain a well informed work force: Vacancy Announcements Civilian Personnel Bulletin (work design).	Analyze personnel processes to improve quality products and services (work design). Improve centralized and mobile personnel services (work design, rapid response).	6.3.22-23 6.3.29-30
#5 #6	Ensure employees and leaders are well trained, confident, and competent.	Identify installation training needs (employee development). Provide and administer employee training (employee development). Provide supervisory and civilian leadership training (employee development). Increase TAQ education (employee development, empowerment).	Develop a five-year training plan (employee development).	6.3.13-15

Figure 4.2

CIVILIAN PERSONNEL SERVICES		
PROCESS	PLANS	RESULTS
Position Management and Classification (Figure 6.3.11)	Manage Civilians to Budget (MCB).	Provides flexibility. Management responsibility and accountability. Budget execution for civilian personnel resources.
Hazardous Duty Pay Environmental Duty Pay	Wage Administration Plan.	Identifies health and safety issues. Identifies compensation methods.
Grievance Resolutions and Appeals	Grievance Plan.	Increases employee satisfaction and morale. Reduces complaint expenditures (Figure 6.3.16).
Federal Employees Compensation Act (FECA)	FECA Plan. Ergonomic and Blood Borne Pathogen Plans.	Aggressive program management; Organizational surveys; Emphasis on return to duty. Aids in reducing injuries.
Reduction In Force (RIF)	RIF and Realignment Plan	Meets reduced resources (Figures 6.3.17/18).
Recruitment	Organizational Staffing Plan. Individuals with Disabilities Recruitment Program Plan. Upward Mobility Program. Federal Equal Opportunity Recruitment Program Plan (FEORP). Human Resource Mobilization and Power Projection Plan.	Meets short and long term staffing needs; Sources of recruitment; Timeliness and mission changes. Identifies barriers to recruitment and strategies to remove barriers. Affords long range promotional opportunities in non-traditional positions. Implements affirmative action policies. Facilitates deployment.
Training	Annual Training Plan and Five year Training Plan. TAQ and Customer Service Plan.	Meets short- and long-term goals and accomplishments (Figure 6.3.14/15). Over 9,500 personnel trained.

Figure 4.3

employees actively use this analysis to meet their HR requirements.

MILITARY PERSONNEL SERVICES		
PROCESS	PLANS	RESULTS
Military Personnel Services	In/Outprocessing. (Figure 6.3.10). Transition Services. Retirement Services. Casualty Operations. Soldier Readiness Processing (SRP). Personnel Automation. Trainee/Student Personnel Services.	First impression of FB, assess individual readiness. Counseling for job assistance, retraining education to soldiers and families, favorable last impression. Processing and support to 20,000 retirees. Assistance to 82 county area and FB; Mass Casualty Plan for emergency situations. Pre-deployment support of individual readiness. Validate for mobilization, deployment, and demobilization (Figures 6.3.1/2) SIDPERS guidance for install. personnel database operation and fielding of DA automated systems (Figure 6.3.6). Personnel support for training key process: orders, PCS, data accuracy, separations, holdover processing (Figure 6.3.5).
Military Personnel	Officer Distribution.	Annually allocate officer resources.
Straight Management	Field Grade Slate and Company Command Slate. Enlisted Distribution Plan. Retention Services.	Quarterly assess officer assignments to meet operational requirements and individual needs. Annually prioritize enlisted fill to meet HQDA, FB guidance for unit personnel readiness. Annually plan to meet active and reserve retention mission for FB (Figure 6.3.3).

Figure 4.4

subordinate leaders and process workers (Figure 6.3.29).

INFORMATION FOR IMPROVEMENT PLANNING	
CIVILIAN	MILITARY
Personnel Records	Personnel Records
EEO (Figure 6.3.19)	EO
Management Surveys	Climate Surveys
Position Reviews (Figure 6.3.17)	MOS
Organizational/Structure Review	

Figure 4.5

2. At the command and directorate level, the manager's and supervisor's surveys are used to assess the opinions of their personnel.

3. An additional survey is used to identify areas for improvement based on the perceptions of employees and soldiers. Results of these surveys are summarized in Figure 6.3.30.

These assessments provide the Quality Executive Steering Team (QUEST) the information they

4.1b Evaluation and Improvement of Human Resources Planning and Practices.

Information available from the records described in Figure 4.5 provides the installation with numerous ways to evaluate and plan HR management to meet the strategic plans of the installation.

Leaders and

Three separate surveys are conducted to evaluate and improve our HR plans and practices:

1. The Commanding General's (CG) survey is used to evaluate senior leaders' impressions of their work environment and their perception of

need to modify HR planning and management and to be more responsive to our customers--the soldiers and civilian employees.

4.2 HIGH PERFORMANCE WORK SYSTEMS.

4.2a Work Design Changes Promote Higher Performance. Managers have the authority and responsibility to reorganize or realign organizational structures at the division level and below. As a result of management's flexibility in work and job design, numerous high performance work systems have come from permitting soldiers and civilian employees to form formal/informal work groups with the responsibility and the empowerment to redesign their job and work processes. Management also has flexibility in the use of personnel, funds, equipment, and supplies, especially beneficial in this period of downsizing and declining resources. Job design focuses on mission-essential duties to support our KPs. Duties are grouped to provide the best mix for economy, efficiency, and effectiveness of operation. Integration of technological and labor saving processes are considered in the job and work design.

For example, our Adjutant General Directorate (AG), was reorganized to eliminate all section level supervisory positions, flattening the organization. Process workers were instrumental in identifying and flow-charting every work process within the AG. From these flowcharts, process workers were able to detect where improvements in the effectiveness and efficiency of operations were needed.

The Directorate of Resource Management (DRM), AG, and Directorate of Civilian Personnel (DCP) provide advice on organization and job design consistent with local, Department of the Army (DA), and National Performance Review (NPR) goals and guidelines. The advice includes ways to improve work flow, provide for career progression, and maximize the use of employee skills. One measure of success is our employees' and managers' satisfaction with the way their jobs are designed.

We develop standardized, generic, and interdisciplinary job descriptions to increase management flexibility. In order to accomplish our Infantry Future KP, we eliminated the single "specialized" aspects of some jobs, such as Training Specialist, making the majority of these positions "generalist."

In a recent survey performed by the Garrison Commander, it was determined that there are more than 200 means to communicate on the installation. Taken as a whole, information that needs to be communicated to any of our personnel may be passed through a number of media. Multiple communication media and flatter organizations permit a more rapid, horizontal, as well as vertical, dissemination of data.

4.2b Compensation, Award, and Recognition System. Pay and benefits for military and civilian personnel are set by law. Our Nonappropriated Fund (NAF) employees pay and benefits are set by Department of Defense (DOD). Our trade and craft employees' pay schedules are based on annual wage surveys conducted by the DOD Wage Fixing Authority.

Managing Civilians to Budget (MCB) Plans were developed to assist managers in integrating personnel modernization with productivity, financial, and human resource management objectives. This facilitates timely response to changes in the work force, and provides management flexibility in managing human resources to accomplish key processes. The MCB embodies the principles outlined in the NPR, of decentralizing decision-making power and personnel policy by flattening organizations and empowering employees to work more independently. Employee empowerment has resulted in a wide variety of monetary and honorary awards and recognition for excellence. In the last fiscal year, 42% of our work force received an incentive award or recognition. This is a 21% increase over previous years. Increased scope and responsibility continues to motivate our employees to high levels of performance and foster mission accomplishment. A formal PAT is currently in the process of benchmarking to

improve the rewards/recognition infrastructure to support our high performance work systems (Figure 2.7).

AWARDS, COMPENSATION, AND RECOGNITION	
CIVILIAN	
Performance Awards	TAPES Awards, 2-6% Increase in Base Pay. Quality Step Increases. Special Act or Service Awards up to \$5,000. On-the-Spot Awards up to \$250.
Results at Figure 6.3.28	Time-off Awards up to 80 hours per year. NAF - Sustained Superior Performance Awards up to 15%. NAF - On-the-Spot Awards up to \$500. NAF - Special Act Awards up to \$10,000.
Recognition	Achievement Medals. Commanders' Medals. Superior Civilian Service Medals. Length of Service Certificates and Pins. Installation Employee of the Month Awards. Memento Photos w/CG. Certificates of Achievement. Letters of Appreciation. Retirement Certificates. Promotion Certificates.
MILITARY	
Performance Awards	Army Achievement Medals. Army Commendation Medals. Meritorious Service Medals. Legion of Merit Medals. Humanitarian Service Awards (Deployments). Military Outstanding Volunteer Service Medals. Armed Forces Service and Expeditionary Medals. Good Conduct Medals.
Results at Figure 6.3.27	
Recognition	Army Lapel Pins (All separating soldiers). FB and Unit Certificates of Achievement, Coins.
Competitions/ Awards	Instructor of the Quarter, Year (Officer, Enlisted). Drill Sergeant of the Quarter, Year. Doughboy Award. OCS Hall of Fame, Patterson Award. Best Ranger Competition. Retention NCO of the Year. CG's Monthly Retirement Ceremony. MacArthur Award for Leadership. Carol Olmstead Award. Ten Outstanding Young Men in America Award. Connelly Award for Military Cooks.
CG SPECIAL AWARDS	
Monthly Retreat Ceremonies	Quality Awards, Retiree Pins, Certificates presented to Dignitaries from local community; On post volunteer; Soldier, Civilian, Team, and Post Activity.
Quarterly Excellence Appreciation Day Breakfast	Quality Paperweights. Customer Service Excellence Awards. Best Self-Help/U-Do-It Project Award. Memento Photos w/CG.

Figure 4.6

Figure 4.6 outlines the many ways in which our outstanding soldiers and civilians are recognized and rewarded for their performance.

4.3 EMPLOYEE EDUCATION, TRAINING AND DEVELOPMENT.

4.3a Education and Training in Building Organization and Employee Capabilities.

Total Army Quality (TAQ) was first introduced at Fort Benning in 1989, using the Crosby Quality Education System. Since that time, over 1,200 senior leaders, managers, supervisors, and 10,000 military and civilian employees have been trained in TAQ. In April 1992, the management proponentcy of TAQ was transferred to the DRM and combined with the Army Communities of Excellence (ACOE) Program. Training responsibility remained with the DCP. In September 1996, maintaining customer service excellence was added to all senior level evaluation reports as a major performance objective.

With the 1996 ACOE funds, Fort Benning is offering a tuition assistance program enabling our military and civilian employees to obtain a Masters Degree in Quality. Anna Maria College of Paxton, Massachusetts is the first college in the nation to offer a degree program in Total Quality.

We have created an Army Performance Improvement Criteria (APIC) training tool for junior leaders and first line supervisors. Junior NCO and officer leaders receive an orientation on "militarizing" the APIC criteria. Over 1,000 NCOs and officers have been briefed, as well as hundreds of civilian employees. Comments have been extremely favorable and indicate that the briefing has helped mid-level leaders to better understand quality and how to apply it to improving process performance and customer satisfaction. We have developed and deployed an APIC Handbook for First Line Leaders. We are testing it with the NCOs of one of our maneuver battalions and will evaluate the effectiveness every other month. Once tested, we plan to implement it installation-wide and recommend it to the Training and Doctrine Command (TRADOC) and the U.S. Army Sergeants' Major Academy as a leadership development tool. Based on the favorable results and comments received, we are convinced we have a tool that can be of value Army-wide to all members of the Total Army, Active duty, reserve component, and civilian work force.

An Annual Training Needs Assessment is conducted by installation managers and civilian employee supervisors prior to the start of each new fiscal year. Supervisors and managers identify training needs for their employees to ensure accomplishment of assigned missions, prepare employees to accomplish projected missions, and improve individual employee competency and development. After discussing training needs with their employees, the organization's training needs survey is completed and forwarded to the DCP. The DCP reviews and analyzes training requirements for the entire installation and develops a plan for prioritizing required short/long-range training (Figure 4.2.) When special requirements or trends are identified outside of the annual training needs survey process, a special needs survey is conducted to identify the requirements and seek training to meet those requirements.

Training needs for our work force are prescribed by law, Executive Orders, federal regulations, and Headquarters DA policy. Occupational training needs are determined/prescribed by functional chief representatives and personnel proponents. They are documented in completed Army and Civilian Training and Education Development System (ACTEDS) plans for career programs and career fields, and by the military school proponents for our soldiers. Employees are also provided career progression training in accordance with ACTEDS and cross training opportunities for continuity within an organization (Figure 6.3.13).

Our Career Management Plan for military employees integrates the professional development needs of the employee and the position management and personnel readiness requirements of both Fort Benning and the Army. The plan addresses professional as well as personal needs of soldiers. Assignments and promotions are based on completion of Military Occupational Specialty and leadership courses. We have 62 separate job specialties for our officer corps, 29 for our warrant officer corps, and 253 for our enlisted corps. There are specific career progression patterns established for each

job series and specialty. These patterns address specific career progression and promotion prerequisites. We have formal officer and enlisted education systems that prescribe attendance specific skill level training courses throughout an individual's career.

Training also addresses the special skills required by soldiers and units. Formal evaluation and promotion programs are interlinked with career development and assignment management systems. Our officer and enlisted evaluation policies require that rating officials specifically address the need and potential for promotion and professional development training for each individual under their command, on an annual basis. These evaluations provide input into the training needs and promotion potential of the individual. Additionally, voluntary training, such as General Education Diploma or college courses, is made available at either reduced rates or free.

4.3b Design, Delivery, Reinforcement, and Evaluation. Training design is a systematic process at Fort Benning. It begins with developing a training needs survey, determining training needs, developing and delivering the training, evaluating the training, and, finally, planning and implementing changes. Through the use of the Total Army Performance Evaluation System (TAPES), required training for the rating period is identified and monitored. During the semi-annual performance counseling, training is reinforced through the use of performance objectives and review of employee contributions to the organization.

Managers, supervisors, and employees are constantly seeking ways to improve training. A PAT reviews newly-developed courses at the end of the initial session. An analysis is made of the course's effectiveness and delivery methods from the end-of-course evaluations submitted by attendees. Also, oral comments made by the attendees are taken into consideration. In some cases where problems are identified, selected class members are requested to be on the PAT to determine the root cause(s) and resolve any problem(s).

Commanders assess the professional development training needs of their soldiers to ensure that they meet requirements for their current and next rank. The CG reviews the status with each commander during their Quarterly Operations Brief.

We hold quarterly meetings with activity training coordinators to share current news about the employee training programs. These meetings serve as an open forum and allow employees to address their concerns and requirements. This has resulted in many changes to our local procedures and processes.

We developed a booklet to provide a single source of information on training and development opportunities for secretaries, administrative assistants, clerical personnel, and other support personnel. The booklet includes courses on leadership skills, automated data processing, budgeting and accounting skills, written and oral communication skills, and professional development. It is designed to provide support to personnel making career choices and changes.

Our goal is for all employees to have opportunities for training. Therefore, training is provided and delivered in many ways; some delivery methods are shown in Figure 4.7.

Training Delivery Methods
Formal education on-site at an institution of higher learning.
DOD Service Schools on-site or through correspondence.
Installation level courses-taught in centralized training centers.
Directorate level specialty classes-taught internally by directorate staff or by subject matter experts.
Division training-usually delivered by internal staff.
Section/branch training-continuous emphasis areas.

Figure 4.7

Self-paced learning is supported by our Library, which has selections in self-development subjects, supervisory skills, communications and team building, and customer service.

A training evaluation is completed after each instance of training. Input submitted by the employee is used to assess instructors, vendors, and methods of delivery (Figure 6.3.15). The

effectiveness of the training is reviewed by several methods as shown in Figure 4.8.

END-OF-COURSE EVALUATIONS
Was the instructor effective/facilities adequate, etc.?
Did the training meet the career goals of the employee?
Was the training applicable to the job?
Supervisor's Evaluation.
Was the objective of the training achieved?
Cost Factors.
Average cost per hour of training.
Participation Data.
Average number of training instances per employee.

Figure 4.8

We involve our employees in determining root causes and designing countermeasures that affect our training and employee development. We verify corrective actions by reviewing evaluations, trends, or Opportunity for Improvement Forms and increase our sampling efforts. Additionally, we develop new measures that target inconsistent processes, redundancy, duplication of efforts, or excessive paperwork. When several process improvement alternatives are presented, they are weighed for feasibility and cost. Recommendations are then forwarded to the process owner for final decision.

4.4 EMPLOYEE WELL-BEING AND SATISFACTION.

4.4a Maintaining a Safe and Healthful Work Environment. Our Safety Office and safety process is benchmarked by teams from Israel, the Air Force, NASA, the FBI, and many other Army installations (Figure 7.4.21). Our goal is to eliminate the behavioral and facility problems that cause injuries, crimes, and fires.

Commanders and directors serve as the Safety Officers for their organizations. An Assistant Safety Officer in each organization is responsible for the day-to-day operation of the safety process.

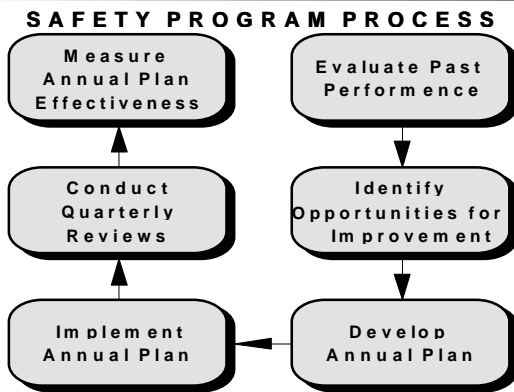


Figure 4.9

To ensure the best possible program, we established the Directorate of Public Safety (DPS). The directorate includes organizations that focus on safety and occupational health, fire protection and prevention, and law enforcement and security. The synergy created by combining these organizations into one directorate has resulted in remarkable achievements in enhancing safety at Fort Benning (Figure 6.3.23).

During the planning stage of every operation or training event, a Risk Management Analysis is conducted to identify hazards and controls. Based on the risk level, the appropriate individual accepts the risk of the operation. Immediately before beginning the operation, the appropriate leader evaluates the operation to address safety considerations that can change from iteration to iteration.

Our managers and supervisors conduct a risk analysis on each employee's job, and, along with the employee, develop an assessment of possible hazards and prevention methods. This program has been a key factor in the significant reduction of our military and civilian injuries.

Our Civilian Injury Reduction Team (CIRT) is a cross-functional PAT, composed of representatives from DCP, DPS, Directorate of Community Activity (DCA), and Medical Department Activity. Because of the team's efforts, civilian injuries and costs have dropped dramatically (Figure 6.3.22).

The team conducts ergonomic studies and force protection analysis. It also participates in power force projection exercises and deployments. The

team is augmented by personnel from the installation counseling services to identify and address stress-related illnesses of our work force. The processes and procedures developed by the CIRT have been key to reducing workers' compensation costs and the number of employees on Office of Workers' Compensation Profile (OWCP) rolls from 51 to 18, a reduction of 64% (Figure 6.2.19).

Health and Welfare Programs
Drug and Alcohol prevention programs.
Professional Counseling program (mental health and stress related problems).
Health fairs and special emphasis programs (e.g., Stop Smoking Program).

Figure 4.10

Studies show that physically fit employees are more energetic, experience less stress, and enjoy a better quality of life and that regular participation in physical fitness activities lowers sick leave usage and increases morale and productivity. Because we are concerned about the good health, wellness, and fitness of our employees, we recently improved our "Follow Me to Fitness" Program. The program, which initially ran for eight weeks, has been expanded to six months commencing 24 Sep 96. It will consist of a health risk assessment followed by classroom training in the areas of general fitness, weight control, diet, nutrition, stress modification, abusive substance avoidance, and exercise physiology. During this comprehensive program, participants will engage in organized physical fitness training. The training will include aerobic or cardio-respiratory fitness activities, such as brisk walking, jogging, floor aerobics, lap swimming, singles tennis, etc. for three to five times per week for 20 to 60 minutes. A physical assessment will be conducted at the end of the course with no cost to our employees. The assessment provides participants with an evaluation of any improvements or changes made during the program. Our program is unique as it is the only DA program directly supported by the U.S. Army Physical Fitness School (USAPFS). Master fitness trainers from the USAPFS provide several blocks of instruction and assist in guiding participants through the physical fitness phase of

the program. We provide a number of programs for maintaining the health and welfare of our work force (Figure 4.10).

MAJOR PROGRAM	SUPPORTING PROGRAMS	STRETCH GOALS
Civilian Injury Reduction	Civilian Injury Reduction Team, Lead Abatement Program, BASOPS team. Quality improvement Board, Ergonomics programs. Blood Born Pathogens, Confined Space Programs. Respiratory Protection programs, Personal Protective Equipment, Lock out/tag out.	Reduce injuries by 20% per year. 100% compliance with OSHA Program requirements. Reduce work site safety hazards by 50% per year. Customer satisfaction 4.8 of 5.0.
Military Injury Reduction	Combat Safety Support Team. Power Projection (Port). Mobilization, Range Safety Operations, High Risk Training. Vehicle safety, Risk management, Tactical Safety. Command Sergeant Major Safety team.	Reduce soldier injuries by 20% per year.
System Safety	Weapons/Eqpt Development, Facilities Design.	
Major Program Fire Prevention Protection	Fire Prevention, Fire Response, Hazardous Materials. Response, Water Rescue, Confined Space Rescue, Trench Rescue, Hazardous Material Training.	Customer satisfaction 4.8 of possible 5.0.
Military Police Support	E911, Community Oriented Police Service.	Customer satisfaction 4.8 of possible 5.0.

Figure 4.11

Our Lead Hazard Abatement Program is the model for the Department of the Army.

Our Command Sergeant Major's (CSM) Risk Management PAT addresses areas of concern in force protection. The CSM from each major installation unit is a member of the team. The installation CSM chairs the PAT, and a member of the Infantry Branch Safety Office serves as an advisor. The team recently received an award from TRADOC for its outstanding achievements.

The fire department works closely with the Directorate of Public Works, Environmental Management Division, and delivers a 24-hour Hazardous Material course four times each year.

The Law Enforcement Division of DPS operates a community COPS program that places military police in Fort Benning housing areas to reduce response time to customer requests for service.

The DPS maintains extensive information concerning safety. Source data includes customer feedback from comment cards, surveys, town hall meetings, mayors' meetings, and focus groups; E911 data on response cycle times and other key measures; civilian injury reports; military accident reports; inspection reports; program evaluations; fire reports; crime reports; traffic violations; and

traffic accidents. This data is analyzed by professionals in each DPS division and is reviewed during monthly Review and Analysis

meetings. Information developed from the data includes analyses of response cycle times, progress toward reducing number of hazards in workplaces, injuries and accidents by organization and type of accident, trend analyses of crimes and accidents over time, and in-depth analyses of particular areas of concern (Figures 6.3.22/23. Major safety

programs and goals are identified in Figure 4.11.

4.4b Services, Facilities, Activities, and Opportunities. Fort Benning is truly a world leader in the number of services, facilities, activities, and opportunities available to our personnel (Figure 4.12).

SERVICES, FACILITIES, ACTIVITIES, AND OPPORTUNITIES	
Education and Career	Professional Military Education; Army Continuing Education Service; Learning Centers; Tuition Assistance Program; Skill Development/Job Retaining; Civilian Training Facilities; Transition Assistance/Counseling; Career Counseling (Figure 6.3.12); Job Search and Training/Assistance; Veterans' Benefits Assistance/Counseling; State Employment Office Referrals; One Stop Outprocessing; Civilian Outplacement Services
Living	Commissary; Post Exchange; Legal Aid (Figure 6.3.20); Tax Assistance; Recycling
Recreation	Club System; Fitness Centers; Golf Course; Tennis; Bowling; Swimming; Fitness Trails; Camping; Beaches; Hunting and Fishing; Post Libraries; Arts and Crafts; Automotive Shops
Financial	Financial Counseling; Food Locker; Santa's Castle; Emergency Loans
Families and Single Soldiers	Child care; Youth Activities; Family Advocacy Program; Family Unit Network; Army Family Team Building; Exceptional Family Member Program; Family Action Plan; Relocation Assistance; Family Member Employment Assistance; Better Opportunities for Single Soldiers (BOSS) Program

Figure 4.12

Fort Benning has received awards totaling \$4.1 million dollars from competitions in the Army Community of Excellence Program since FY 1993. As depicted in Figure 4.13, virtually all of

these winnings have been used to fund additional improvements for the benefit of our soldiers, their families, and our civilian employees.

IMPROVEMENTS	KBD	ST PLAN	FUNDS
Soldiers' Plaza	2,4,6	X	\$100,000
Audie Murphy Gym	4,5,6	X	195,000
Kelley Hill Gym	4,5,6		20,000
Sand Hill Recreation Center	4,5,6	X	101,500
Briant Wells Field House	5,6	X	30,000
3/3d ID Running Track	5,6		35,000
Playground Equipment	5,6		70,000
Carey Pool	5,6		100,000
Picnic Area	5,6		3,500
Chaplain Activities	5,6		5,000
Autocraft Shop, Camp Merrill	6		12,000
Riverwalk Recreation Trail	5,6	X	300,000
Increase Inventory of Lending Closet	6		10,000
Construct BBQ Grills, Picnic Area, 29th Infantry Regiment	2,5,6		5,000
Recycling Containers, Advertising Supplies, Computer Equipment - BOSS	6		37,500
Awnings, Signs, etc. - Soldiers' Plaza	6		20,000
Touch Screen Computer for Job Information	6	X	20,000
Handicapped Access and Rest Room Facilities, Bldg 5	6	X	24,100
Renovate Playgrounds, Family Housing Areas	5,6	X	100,000
Gym Equipment, Briant Wells Field House	5,6	X	80,000
Renovate Racquet Ball Courts, Sand Hill	5,6		25,000
Upgrade Telephone System, Dental Clinics	6		5,000
Construct BBQ Grills, Picnic Area, Sand Hill	5,6		10,000
Upgrade Audio/Visual Equipment, Infantry Hall Classrooms	2,4,5,6	X	125,000
Day Room Furniture for Medical Evacuation Air Crew	5,6		3,000
Telephones/Television Sets for Patient Rooms, MACH	6	X	96,000
Customer Computer Systems for Sayers Library	2,5,6		7,200
Mailboxes in Brigade/Battalion Mailrooms	5,6		45,000

IMPROVEMENTS	KBD	ST PLAN	FUNDS
Russ Pond Renovations	6	X	\$90,000
APIC Training/Materials	2,5,6		50,000
Fence - Norton Court	6		10,000
I-185 Landscape			50,000
Youth Sports Equipment	6		60,000
Youth Sports Uniforms	6		41,000
Upgrade Marshall Auditorium	2,4,5,6	X	70,000
BOSS	5,6		16,000
Dining Facility, Bldg 880	4,5,6		4,000
Basketball Backboards	5,6		8,000
Replace Chairs, VTC Center	5,6		3,000
Riverwalk, Phase II	5,6	X	300,000
Privacy Fence, Family Housing, Custer Road	5,6		50,000
Purchase Loan Equipment, Self-Help/U-Do-It, etc.)	2,4,5,6		50,000
Purchase Library Equipment, Books, Computers for Sayers Library	2,4,5,6	X	87,000
Repair Infantry Center Chapel	5,6		50,000
Repair Harmony Church Pool	5,6	X	164,000
Construct Family Support Recreation Area, 3/3d ID	5,6		35,000
Update, expand Library, Infantry Hall	2,5,6	X	150,000
Construct Latrine, Fryer Drop Zone	6		9,000
TV Camera & Editing Equipment	2,5,6		24,340
Voice Mail Information System	6		7,500
Rubberized Flooring for Gyms	5,6	X	24,000
Construct Pavilion, Regimental Chapel, 11th In Regt	4,5,6		\$3,000
Main Post Youth Gym Repairs	6	X	40,000
Purchase Electric Patient Transport Courtesy Vehicles	6	X	14,000
Playground Equipment/Overhead Cover, Soldiers' Plaza	5,6		13,800

Figure 4.13

4.4c Employee Satisfaction, Well-Being, Motivation. The well-being, satisfaction and motivation of our work force is of prime concern to our leadership and to every director, manager, soldier, and employee of Fort Benning.

We use several methods of gauging employee satisfaction with personnel policies, procedures, and working conditions. Measures and indicators include: Military Personnel Services (Figure 6.3.4); Active Component Retention Mission (Figure 6.3.3); Met Career Development Plans (Figure 6.3.13); EEO Complaint Resolutions (Figure 6.3.19); Employee Awards (Figures 6.3.27/28); Employee Climate Surveys (Figures 6.3.29/30); Employees on OWCP rolls (Figure

6.2.19); Grievance Resolution Rate (Figure 6.3.19); RIF Actions (Figures 6.3.17/18).

We continuously evaluate our statistics and survey results in order to make changes to our employee policies, practices and services. Results of our employee satisfaction measures are developed on a quarterly basis and published to the entire work force twice each year.